



# REPORT

OF THE

## COMMITTEE OF THE TRUSTEES

OF

### DARTMOUTH COLLEGE,

ON THE RECENT INVESTIGATION IN REFERENCE TO  
THAT INSTITUTION; AND ALSO

REPORT OF A COMMITTEE OF THE TRUSTEES

IN REFERENCE TO THE

CHANDLER SCIENTIFIC DEPARTMENT

CONNECTED WITH THE COLLEGE.

UNANIMOUSLY ADOPTED BY THE BOARD.

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## REPORT.

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At a meeting of the board of trustees, held in Concord, April 7, 1881, a memorial signed by thirty-one of the alumni of Dartmouth college, resident in the city of New York and that vicinity, was presented. The memorial was as follows:

*To the Honorable Board of Trustees of Dartmouth College:*

WHEREAS, The alumni of Dartmouth college have heard for some time past disquieting rumors concerning the state of affairs in the college, tending to impair the natural increase and growth of the college, to alienate the interest of the alumni whose coöperation and assistance are so needful, and to reflect upon the management of the present incumbent of the presidential chair,—

THEREFORE, The said alumni would respectfully request the honorable board of trustees to appoint from their own number a committee, whose duty it shall be to investigate thoroughly the said state of affairs, in order that errors of management, if there are any, may be corrected by the adoption of a new policy, or that the present executive may be vindicated and strengthened ;—in either case, that thus an end may be put to the injurious rumors, harmony in administration may be attained, hindrances to growth may be removed, and the interest and aid of the alumni again secured. And they would further suggest, that said committee report at as early a day as practicable, in order that the ends above specified may be attained with as little delay as possible.

The board, at the request of the president, then voted to appoint an investigating committee; and the three senior members of the board were appointed, viz., Judge Nesmith, Dr. Spalding, and Dr. Quint, to whom the whole subject was referred. The undersigned, being said committee, now present their report.

The members of the committee immediately held repeated conferences with each other. The gravity of a situation, in which a large portion of influential graduates in a great city had reported such unpleasant convictions, was greatly increased by sharp discussions in public periodicals, until the general body of the alumni seemed agitated, almost as a whole, with fears for the prosperity of the college. It became necessary to proceed with care, in the hope of removing any evils which might have become operative, and of restoring harmony.

The committee first of all decided that it was best not to have a formal investigation in a public shape. That this intention became overruled was in consequence of a mutual demand, which we believe was prompted by a mutual mistake.

On the 29th day of April, fifteen of the faculty of the college and connected schools signed a paper expressing the opinion that there should be a change in the presidency of the college, saying that this was "in advance of any investigation." This communication appears to have been intended to avoid the unpleasantness of a public examination, in which some bitterness might be developed;—but it was addressed to the trustees, who could not legally meet without thirty days' notice; it made it impossible for a complete investigation to be avoided; and it at once found its way into the public prints, and added very material difficulties to the duty of the committee.

On the 9th day of May the committee met in Hanover, and, at the earnest request of members of the faculty who

signed the memorial, protracted interviews were had with individuals, in the interest of reconciliation ; and the entire committee met, in the evening of that day, the fifteen gentlemen who had signed the memorial. The committee warmly urged a settlement of all differences—whatever might be found—with the president, by free consultation and frank concessions, if needed. Each one of the fifteen expressed his own views. The committee did not find the encouragement they desired to remove the differences.

On the following day the committee met the president by appointment, and briefly discussed the position of affairs. The interview was short, as the president was unfortunately about to leave to fulfil an engagement to lecture at Andover in Massachusetts, where he was to be engaged until the latter part of the following week. The committee remained to consult, and individuals of the committee had interviews with various members of the faculty, including persons of opposite views, to obtain information of alleged grievances, or to find whether any existed.

On the 27th of May a meeting was had at Hanover, for which notices had been issued that week. The New York alumni had been notified, but the notice being late, they were unable to be present. A day was spent in conference with the faculty, who gave their views as requested by the committee, restating their already expressed convictions. The committee adjourned to meet in Concord, June 3, where the president came with counsel, and where one of the New York alumni also appeared.

By mutual consent, all parties met before the committee at Hanover, June 17, the president and the New York alumni appearing by counsel. The committee sat two days, and then, to meet the wishes of counsel, adjourned to meet July 12, at which time the public hearing on charges and specifications presented by the New York alumni was recommenced, and completed on the next day.

The committee, in addition to the above, has not been

idle, but has considered its duty to comprehend more than the mere charges and specifications presented by the New York alumni. It has investigated the affairs of the college,—with which, indeed, its members were quite thoroughly acquainted,—and has systematized its results, as to the condition of affairs during the administration of President Bartlett, under the following divisions :

1. The financial condition of the college.
2. The number of students.
3. The tone of scholarship and instruction.
4. The order, discipline, and tone of morals.
5. The relation of the connected schools.
6. The internal condition of the faculty.

It is perhaps needless to say that the charges, so-called, against the president did not affect his high and long-established personal reputation, but his theories, methods, and present conduct in the administration of the affairs of the college.

1. The present financial condition of the college is the most satisfactory it has known for a long series of years. For the first time in a sadly protracted period, the annual revenue of the college has this past year met its annual expenses. This is due to all concerned in the management of college affairs, to the body charged with its responsibility, to the treasurer, to the faculty, and to the president. Funds have come in from sources which had begun to flow prior to Dr. Bartlett's administration, but of the \$170,000 added to the permanent funds within the past four years, perhaps \$70,000 came through the personal applications of the president.

2. The number of students in the college proper is almost precisely what it was during the last year of the administration of President Smith. In the Chandler Scientific Department, the number has materially diminished, the number in the Agricultural College decidedly increased.

3. The tone of instruction and scholarship has been

raised. The head of the college, himself an accomplished scholar, has, we believe, stimulated all parties. The reports of annual examining committees are, indeed, abundant evidence of this satisfactory condition of the college. It appears, also, that the president and faculty are in accord in planning for such wise changes in the curriculum as shall make the college conform to the actual needs of the present day. But the report of the examining committee in 1880 says,—“It seems to us that Dartmouth college has never, in her long and eminent career of usefulness, been so fully prepared to answer the great ends of a true American college as she is to-day; and there is everything to hope and nothing to fear, as to her prosperity, so far as this may depend upon present management and instruction.”

4. The order, discipline, and tone of morals are satisfactory. Evidence satisfied your committee that there is an increasing manliness of behavior on the part of students, less breaches of college order than once, and little occasion for active discipline. This is due to the president and faculty combined. In the earlier part of Dr. Bartlett's presidency, perhaps he exhibited more sharpness and perhaps more severity than in the last two years; certainly during the past year a genial discipline has been maintained, and even in the trying circumstances of the existing dissensions, the students have shown no spirit of disturbance or partisanship.

The 5th and 6th points cover the difficulties which have troubled the college, being the relation of the connected schools, and the internal condition of the faculty; and these were almost exclusively the substance of whatever was substantial in the charges and specifications made by the New York alumni. The two, however, cover more than the particular things framed into those charges, and these have given your committee very great uneasiness.

So far as the New York charges and specifications are concerned,—the hearing on those forming one item in our

examination,—the committee do not find it necessary to now reexamine them in detail, inasmuch as many of the board heard the whole quasi-trial, and the board as a whole was present during the last half of that hearing. But it is necessary to say that the committee consider that while the “charges” were serious, the specifications were inadequate, many of them trivial, nearly half of the specifications were withdrawn, and as a whole unsupported by adequate proof of any important error.

Some alleged remarks, of a severe or ill-timed or careless nature, mainly in the early part of the administration, and if not always prudent, yet sometimes challenged by disgracefully disorderly conduct; some omission or commission in the intercourse of the president and faculty; some differences as to administration; and some occasional real mistakes on the part of the president, which he himself frankly admits;—such constitute the main part of the case presented by the New York alumni in the alleged particular facts. The committee do not think that the formal investigation thus had disclosed any results which sustain, so far as acts and words go, a claim that there should be a change of office. Indeed, the New York alumni do not ask such change, but only that “errors of management, if there are any, may be corrected by the adoption of a new policy, or that the present executive may be vindicated and strengthened.”

The committee is aware, however, that the life of any administration cannot be framed into technical charges and specifications capable of precise setting forth and of tangible proof. The evident drift of events, the character of administration, may be apparent, and yet it be impossible to formulate for legal investigation. The acquaintance of your committee with the course of events must be allowed to be of use in connection with present investigations.

The memorial of members of the faculty was signed by all the faculty of the Agricultural College and of the

Chandler Scientific Department, and by one of the medical professors. As to the Agricultural College, it is under a distinct board, to which our board contributes four out of its nine members, a board which has a president of its own, and President Bartlett is simply president of its faculty. It is testified to, by its own faculty, that he has given that college his best help, and that no substantial complaint whatever exists against him by any of its officials.

The medical school is practically entirely distinct from the college, and the president's relations thereto have always been cordial.

The professor in charge of the Thayer School testifies warmly to the coöperation and kindness of the president. The remaining school, viz., the Chandler Scientific Department, is the seat of trouble. An alienation has grown up which your committee believes to be the root of the difficulties in the other parts of the college. The facts were these :

1. The Chandler Scientific Department had, perhaps unwittingly, come into a position of partial independence. It was found, some time since, by examination of the annual catalogues, that changes in the curriculum, mainly before the membership of almost all of the present board of trustees, had been introduced, as well as changes in the terms of admission, none of which had been authorized by this board (whose sanction was indispensable) since the year 1857. These changes, while not very great, seemed to lack authority. The immediate administration also appeared to be not in entire harmony with the fact of the president's headship. The issuing of its annual circular, with the president's name affixed, as under his predecessor, but without his knowledge, and with sentiments as to education to which he could not assent, was unfortunate. In none of these things does the committee attach any blame to the faculty of that school. An inadvertence in one case, and perhaps some now unknown approval in the others, may

explain these things, while the zeal and devotion to duty of the professors of the Chandler Scientific Department are to be warmly acknowledged.

The president's acknowledged and avowed views of the superiority of a classical education created some fears on the part of the C. S. D., and the necessity of making some change in that department was attributed to the president's views of education. It is quite probable that his attitude and influence were affected by these views, and that the C. S. D. would naturally be jealously careful of its interest. Certainly a breach began, which has widened into personal alienations, which we will refer to further on.

But the trustees are the governing body of Dartmouth college. No act which has taken effect has done so except upon the deliberate, well considered, and ordinarily unanimous vote of the board. The board has been responsible, and not under any influence of the president, for any changes in the C. S. D. It has taken no step involving legal questions except upon the unanimous recommendation of the several present or past judges of supreme courts, with whose membership the board is favored; nor then until after special reference to such persons as a special committee, and on their report. In fact, no great changes have been made; and in all, the board has steadily and patiently fulfilled the duty laid upon it by the sacred trust committed to it by past benefactors. The board, and not the president, must assume, and doubtless will assume, the whole responsibility, and will fearlessly assert its adherence to its responsibilities. The board cherishes that department precisely as it does the other trusts committed to it.

At the same time, the attitude of the president should and must be in harmony with the policy of the board. There must be no suspicions of unfriendliness, such as have magnified trifles, created morbid distrust, and provoked great difficulties.

It should not be forgotten that the employment or non-

employment of college professors as teachers in the C. S. D., they receiving extra compensation for their sole benefit, at a much less cost than would be natural, has been a source of some trouble. (1) Overworked professors have occasionally been employed. (2) In one case a professor once declined to do some work in the college, alleging his employment (for his own remuneration) in the C. S. D. (3) The board has felt that a professor doing ordinary duty in both departments should be paid proportionately by each ; while until recently the general expenses even of the whole institution have not been taxed to the C. S. D., but it has been freed from its own share, while its funds have been steadily increasing and the college steadily having a deficit. All these things are being gradually settled, and adjustments made ; but in any case, the board and not the president is the conscious and acknowledged author of changes in these affairs.

There can be no degradation of the C. S. D. The board has put that determination on record. The school will be maintained in a position which its most earnest friends cannot complain of, and those friends must put confidence in the board of trust, to which the founder of the school committed his benefactions, subject to the approval of visitors of his own selection, and over whose appointment this board has no control.

The committee finds the most serious difficulty in the relations of the president and faculty. It finds, as by the memorial addressed to the trustees, a majority of the whole number (if we include the several schools) apparently discontented with the president's administration. They acknowledge his eminent ability, his great scholarship, his constant industry, and his executive force ; and most of the faculty are on terms of personal friendship with him, and there seems to be entire unity on the course of study in the college. These professors are out of harmony with him in their official intercourse, and are positive in their

convictions. It is unfortunate when the long-tried and faithful servants of the college, who stand high in the estimation of the public and warmly in the hearts of our graduates, are thus divided.

The committee believes that the division has mainly grown from the difficulties in the Chandler Scientific Department. The alienation has spread from that, while the president's natural energy and force of will have, perhaps, made him somewhat inflexible. His characteristics and opinions, being in some respects different from those of his eminent predecessor, would naturally cause some friction in the change from one administration to another. Extreme sensitiveness has been developed on the one side, and perhaps inattention to the fact of that sensitiveness has existed on the other. Both of these misfortunes must be cured, if cured, by the exercise of mutual respect and consideration. The president has doubtless, as he says, learned by experience; and doubtless others have. The president and faculty of Dartmouth college stand too far above reproach not to be able to meet on a common plane of mutual respect. Their distinctive places as parts of a harmonious administration are well defined, and while respective rights, powers, and duties need not be sharply outlined, but may blend into each other, yet each will doubtless substantially understand his own appropriate work.

The recent election of a professor of Greek, occurring since the preparation of the New York memorial, has seemed to occasion trouble. It is sufficient to say, that whatever part the president may have taken in that election, it is now past. The trustees are responsible for their own acts. While glad to obtain all possible information, they alone are responsible, and cannot, even in spirit, delegate their trust to any other parties. The members of the board, individually members of different professions in life, of different political parties, and of different denominations in religion, as trustees have but one work, viz., to fulfil

sacredly the trust committed to them by a charter in whose faith many generous men and women have left their gifts to the cause of a high and wise education. The trustees must do their own duty fearlessly. The active interest of the board, growing more minute in its work every year, in every department and part of the college, is evidence that the alumni may safely give their confidence to its administration, their gifts to its care, their sons to its shelter. The board will assume all its own responsibilities, and all under its care must conform to its decisions.

With the grounds of dissatisfaction thus explained, and with the president and faculty aware of the real differences between them, there may be more hope of a reconciliation between these parties. To this the board should exhort all parties. If it fail, the board will be in a condition to deliberate and act with wisdom and decision. If it succeed, the great reputation of the college will go on brightening under the care of a president and faculty of whose many excellences any college might well be proud.

We recommend the board to adopt the following resolutions :

*Resolved*, 1. In answer to the memorial from the alumni in New York, whose interest in their *alma mater* we gratefully acknowledge, and whose success has added so much to the reputation of the college, and whose coöperation with that of all the other alumni is so needful, the board certifies that it patiently examined into the "disquieting rumors" referred to in their memorial, and investigated thoroughly the state of affairs, and, while finding some "errors of management," such as however are natural in connection with decided abilities, and errors not confined to any one person, have endeavored to correct all such errors in the best possible manner.

2. The board assures those and other alumni that the affairs of the college are in hands at least careful and watchful, and its immediate care is in the hearts of those who are

called upon to administer its affairs to the best of their ability and with a conscientious devotion to every trust of every kind.

3. The board will await the results of its efforts for the harmony of the college, the adjustment of all its parts, the allotment of respective duties, and the procuring a kind, forbearing, and helpful spirit on all sides, with confidence that will not at present allow the possibility of failure, and with a determination to secure such results in any event.

Respectfully submitted,

GEO. W. NESMITH,  
E. SPALDING,  
ALONZO H. QUINT,

*Committee.*

CONCORD, July 28, 1881.

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*To the Trustees of Dartmouth College:*

At the annual meeting of the board of trustees of Dartmouth college, held commencement week, 1881, a committee of the alumni of the Chandler Scientific Department, consisting of Benj. A. Kimball, Esq., Col. J. E. Pecker, and Wm. M. Chase, Esq., presented memorials signed by over one hundred of the alumni of that department, expressing alarm upon the agitation of the question touching the legal existence of the scientific department, deploring the action of the "board in lowering the standard of admission," intimating a narrowness of interpretation of Mr. Chandler's will on the part of the board, and a disposition to degrade this department, which tended to "alienate from the college the active interest of a large proportion of the graduates of this and of the academic department," and asking that the former standard of admission be restored.

This committee asked to be heard upon the subject-matter of these memorials. The board thereupon referred the same to the undersigned as a committee of the board. This

committee gave notice to the committee of the memorialists that they would hear them at Hanover on the 11th of July, at which time and place Mr. Chase appeared and was heard. Mr. Chase premised his remarks by saying that upon investigation he had become satisfied that he and the other memorialists had acted upon misapprehension of facts as to the attitude and action of the board in respect to the scientific department, and that his remarks would be directed to the question as to what studies might be required for admission to that department, and as to what would be best to require.

If the misapprehension alluded to was not so widespread, we should very briefly express the result of our views upon the points presented ; but in order that this matter may be set at rest, as we trust permanently, we deem it our duty to briefly state the facts as to the comparatively recent action of the board, about which complaint is made or intimated in the memorials.

In 1878 the trustees learned that the requirements for admission to the scientific department, and the course of study pursued in the department, as the same was published in the college catalogue, were materially different from what had ever been prescribed by the trustees so far as their records showed. It does not appear that these changes were ever expressly authorized by the board. Neither does it very clearly appear just how they happened to be made, and we have not deemed it material to inquire particularly into this subject.

The discovery of these changes led to action upon the part of the board with a view to a properly authorized provision as to the requirements for admission and as to the curriculum. It was found that the trustees' records showed that the last action of the board as to terms of admission was in 1857. Since then there had been added, according to the catalogue, but without apparent authority, other requirements, and various changes had been made in the

curriculum, some things having been dropped out which Mr. Chandler's will in terms required should be taught, and too much prominence given to some of the branches taught.

The will, after prescribing generally what branches the donor designed to be taught, contains a provision as follows: "No other or higher preparatory studies are to be required, in order to enter said department or schools, than are pursued in the common schools of New England." It seemed plain to the trustees, that while they were not compelled to require examination on all the studies taught or that under the law could be taught in the common schools of New England, they could not require for admission any other or additional preparations than could lawfully be obtained in those schools. Whether the requirements of 1857 were as high as was then thought could be legally made, we are not informed;—however that was, the trustees decided, at the annual meeting of the board in 1880, after careful consideration, that the requirements of 1857 could be advanced without violating the terms of the will, or without injury to the school; also, that the curriculum could be materially improved. After full discussion and agreement as to the general range of alteration advisable to be made in these respects, the board appointed a committee to confer with Prof. Ruggles of the scientific department, and with him make the changes, and they were made accordingly.

The terms of admission, as established in 1857, did not require preparation in algebra or geometry. As published in the catalogue of 1879-'80, Olney's Complete School Algebra and plane geometry, or their equivalents, were required. No showing was made to the board whether mathematics was taught to this extent in the common schools of New England, and the board had the impression that they were not; and then thought that whether taught or not it would not be for the best interests of the school to reject an applicant who had not gone to this extent in mathematics, but that, if he had partially mastered algebra, and was

fitted in other studies, he had better be received. The committee, therefore, in making a revision of the terms of admission and of the curriculum, under the instructions of the board, required algebra only through simple equations, but followed it with this remark in the catalogue: "A previous study of plane geometry is of great advantage, and is earnestly recommended, but is not required."

Although the terms of admission were lowered to this extent in mathematics from what they had been as published in the catalogue for a few years, the range of mathematical study was not lowered in the revision of the curriculum, but was even enlarged, and, as we think, materially improved. There was no lowering at the other end of the course. The student simply had so much more work to do after entering the school, if he had not complied with the recommendation and gone over the ground before. The trustees also, in 1880, created a professorship of theoretical and applied mechanics, and appointed John V. Hazen such professor and instructor in civil engineering and graphics.

As rumors were then afloat to the effect that the board, or some of its members, were in favor of a policy that would degrade this department, and which were entirely without foundation, they took occasion to give expression of their views and action in a resolution. The board said in the resolution, embodying the result of their views as to the curriculum, as follows: "That we are opposed to any change in the curriculum in the Chandler Scientific Department of Dartmouth college that shall in any way tend to debase or degrade the same; that we believe the standard and usefulness of this department cannot only be maintained but improved by a re arrangement and modification of the curriculum in some respects;" and then provides how the same shall be done, as before stated in substance.

In view of the misapprehension that has continued to the present time, notwithstanding this action of the board, and of reports circulated as to the attitude of the president in the

premises, it seems proper to say that this action throughout was adopted with the concurrent approval of every member of the board present at the meetings, including the president of the college.

Within the limitations of the will before noticed, the terms of admission may be varied from time to time. The decision of the board in 1880 was made with this view, and as the result of their best judgment then, and with an expectation of alteration in new light that might appear.

The undersigned are of the opinion, upon the showing now made, that algebra to equations of the second degree, and plane geometry, may be required in the terms of admission without violating the will of Mr. Chandler, and that in view of all the circumstances that appeared before us, not necessary to be alluded to, the experiment better be tried, and that physiology to a reasonable extent be added to the requirements for admission, and that the limitation of fourteen years of age be stricken out.

The suggestion has been made that the terms of admission and the curriculum of the scientific department have been changed from time to time by the faculty of that department without disapproval of the board, if not with their express and recorded approval, and that this would be the better way for the trustees to administer the several departments of the college in respect to these matters.

It is due to Mr. Chase to say that he makes no such claim, but disapproves of any such method of administration ; and we think it is due to the public that they be informed that the trustees give no countenance to such a course, but, as the responsibility and duty are reposed in them, they, acting upon the best information attainable from all sources, should as a board perform this duty.

GEO. W. NESMITH,

W. G. VEAZEY,

C. W. STANLEY,

*Committee.*





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